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Executive Registry
76-8363

28 JUN 1976

MEMORANDUM FOR : Deputy Director for Administration
Deputy Director for Intelligence
Deputy Director for Operations
Deputy Director for Science and Technology

SUBJECT : Potential Topics for Executive Advisory Group

As a follow-up to his initial discussion with you on the Executive Advisory Group (EAG), Hank asked that I ask each of you to take a crack at listing the five to ten topics you feel the EAG should concentrate its attentions on during the coming year. So that we can circulate your list to the others before our second meeting (not yet scheduled), could I get your thoughts by c.o.b. Tuesday, 6 July?

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James H. Taylor
Ext. 9182

cc: E. H. Knoche

(EXECUTIVE REGISTRY FILE

Knoche/DOCT

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TRANSMITTAL SLIP			JUN 1976		
TO: Mr. Knoche					
ROOM NO.		BUILDING			
REMARKS:					
FROM: D/Compt					
ROOM NO.		BUILDING		EXTENSION	

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Executive Registry
76-272c

1 July 1976

NOTE FOR THE DIRECTOR

You have asked on a couple of occasions recently for ideas concerning future CIA goals and objectives. I am attaching here a set of papers that I have been wrestling with in recent weeks. The papers outline a series of important issues in need of tackling. As I have explained to you, I intend to create a management process that will be based upon efforts to deal with these issues.

The issues I think are rather clear cut as stated. They are not objectives. What we intend to do is to reach an early and final decision on what the issues are and then to create a series of inter-directorate task forces or working committees to deal with the subelements within each of the issues.

These task forces will be given specific goals, objectives and timetables to be related to their parts of the issues under study. In this way, we will be able to identify those chunks of the issues that can be resolved within x number of months or x number of years.

Incidentally, one of the first issues we will be dealing with in this kind of manner will be CIA SIGINT.

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[REDACTED] There may be ways of affecting major savings in what we are doing in this field and there is a prospect that the Agency can play a more constructive Community role, either by turning over some of its work to NSA, or by otherwise transferring responsibilities to other parts of the Community. We are creating a three-man task force which will report to me and will work full-time for six months on this very important problem. It is an issue, as you know, of great concern to the House Appropriations Committee, and we need to find our own solutions before solutions are imposed from the outside. We need to know what CIA must do in SIGINT to meet its tasks. Once we know this, we can make judgments about the non-essential.

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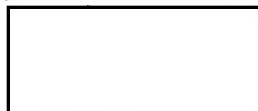
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The attack on these issues within the Agency will be handled by a new management body called the Executive Advisory Group consisting of the DDCI as Chairman, the four Deputy Directors, the Comptroller and the General Counsel as an observer.

One important thing to bear in mind in this approach is that almost all of these issues have organizational implications. Reorganization is almost certain as we go through the next couple of years, but any such reorganization will then be based upon rather deep studies of long-standing difficult issues, and the reorganization can take place with wisdom and with understanding by all concerned as to why it is necessary.



E. H. Knoche


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Attachments:

- Note for Mr. Taylor
- Possible Issues for EAG Consideration
- CIA Priorities

DDCI:rrh

Distribution:

- Original - DCI with atts
1 - Mr. Taylor with atts
2 - EHK  with atts
1 - ER with atts

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18 May 1976

NOTE FOR MR. TAYLOR

Jim:

This is an attempt to clarify a few basics in connection with my role as the chief operating officer within the CIA.

There is not likely to be any very special delineation of responsibilities between the DCI and me. He has asked me to concert the institution and to make it "one Agency" and he abhors the separateness of the directorates.

As I see it, I will have three areas in which to make judgments in connection with my relationships with the DCI. On some issues, problems, and personnel assignments, I can decide on my own. In some areas I will be well-advised to check with him before making a final decision. And, in some areas, matters will have to be deferred entirely to him for his decision.

I see three fundamental aspects to my job. One is to keep informed substantively and to be prepared to render substantive briefings and judgments in the Agency and outside in interagency meetings. Second, is to insure sufficient oversight internally; to be assured that what we are doing is lawful and proper. The third is to arrange and participate in a management process by which the Agency can be operated.

In considering the nature of a management process, for this purpose, it is my current view that it's best centered around a management function similar to that of the Comptroller--that is, around a function which is aware of issues, costs, objectives and the cross-currents of rival views. This focal point will support a senior group of Agency officers chaired by me in a collective arrangement. We will call it the Executive Advisory Group. Our first order of business will be to identify priority issues in need of attention and resolution. Having identified and agreed on those issues, we will then set about the work involved in addressing them. We will make extensive use of sub-structure, including intra-agency task forces and the like. We must take care not to seek to make decisions solely on the basis of resource implications. The overall objective is to improve our performance in all areas, particularly in analysis and production, while insuring that we are as objective and as economically prudent as possible. This argues for very strong evaluation processes at all levels.

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The priorities I currently carry on my list (a list which is open to revision and negotiation) are:

- a. Production improvement. This includes the care and feeding of analysts, identification of new analytical methodologies and new functions for presentation of intelligence products among other things.
- b. ADP. Best centralized or decentralized? (Presumably on the assumption that it makes relatively little sense to curb its growth so long as we understand what the standards and criteria should be with regard to its application.)
- c. R&D. Best centralized or decentralized? (Emphasizing the need to provide a close enough fit by the researchers and the line to insure constructive application of R&D results.)
- d. A group of somewhat related production issues. Should S&T production be combined with DDI work and how do we arrange for more attention to interdisciplinary analysis and production in the DDI?
- e. The Common Concerns. Are we doing justice to those low-dollar but crucial elements like etc. ? 25X1
- f. How do we adjust to the new instructions and to the coming emphasis on lawyering and inspecting while at the same time preserving creativity and innovation in intelligence work, particularly in operations?
- g. Resource allocations within the Agency. Are they balanced?
- h. How should the Agency face outward? We must be more cooperative and forthcoming as a principal within the Community. We have new and presumably more open arrangements to make on the Hill and we very likely must continue to explain ourselves publicly in order to generate wider understanding of the new American intelligence. How do we do this?
- i. Personnel policy. We do not have a policy view on what types of people we should be recruiting. How we should train them? How we should assign them? We may have lost a golden opportunity to have upgraded ourselves by recruiting in the midst


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of intellectual unemployment in recent months. Should policy responsibility be vested in the Office of Personnel centrally, or is it something to be decentralized to directorates?

- j. Secrecy and Compartmentation. What can we do to loosen up on the product making it more widely available in and out of Government while at the same time improving protection of sources and methods?

As I see it, anything that fits in the category of these priorities or others as we later collectively identify, I will want to be kept currently informed as DDCI. This is over and above my need to be kept currently informed substantively through cables, tickers, publications, etc. And, there is over and above this category those house-keeping details which will probably require some of my time and attention, but which need not be the subject of a collective management approach.


E. H. Knoche

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cc: 

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--Improve Analysis and Production

- Methodologies
- Care and feeding of analysts
- Presentation forms
- Organization

--Resource Balance

- Organization
- Level of resources, as required and as allocated
- What are tomorrow's tasks?

--Community Role

- Help with weaknesses
- Seek out views and inputs
- Nurture common concerns

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--Secrecy/Compartmentation (building on Proctor model)

- Improve secrecy of sources and methods, but
- Free up the product to increase its availability

--Personnel Management

- Policy and strategy
- Successor development
- Centralization of super grades

--R&D; ADP (automation)

- Centralize or decentralize
- Improve prospects for application
- Fix resources levels

--CIA SIGINT

- Organization
- Pare costs
- Divest to NSA what can be divested

--CIA's External Relations

- Press, Congress, Academe. What message do we impart and how?

May '76

CIA Priorities

1. Strengthen managerial oversight within CIA and implement new guidelines.

(The place must be put back to work, its stability restored; all within the new guidelines and oversight.)

2. Concert the Agency and its components as an integrated whole, and insure maximum CIA participation with and in support of the entire Intelligence Community. Study and improve, where necessary, those Agency activities which are common concerns of the Community.

(Get on with the one-Agency concept; get CIA truly involved in Community problems and their solution; and don't forget key, low-dollar elements like [redacted] in getting crucial jobs done for the entire town.)

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3. Strengthen the Agency's ability to conduct intelligence analysis and improve its finished intelligence product.

(It's not enough to say our product is the best available; surely it can be done and made better.)

4. Reexamine, in concert with the D/DCI/IC, secrecy and compartmentation to insure protection of intelligence sources and methods while at the same time making the intelligence product more readily accessible.

(Protect what is essential; free up the product for greater use nationally and tactically.)

5. Retain and strengthen unique CIA capabilities in the clandestine collection and intelligence technology fields and maintain a capacity for covert action.

(There will be no unilateral destruction of key elements of the Agency's machinery.)

6. Encourage innovation and experimentation with regard to organization, systems, and procedures and apply new techniques where feasible. Strengthen evaluation efforts in order to improve all facets of CIA activities.

(Let's get with it, get the organization and its procedures renewed. Evaluate current arrangements as the means to change and improvement.)

7. Improve CIA ability to attract, develop and assign quality personnel at all levels, and create the right vocational environment to accomplish this.

(Recruit, train and assign the best available talent and insure the work is kept interesting.)

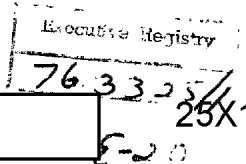
3. Accomplish all this in a prudent and economical manner.

(Get a quality job done at the lowest possible costs.)

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This Notice Expires 1 April 1977



ORGANIZATION

ESTABLISHMENT OF THE EXECUTIVE ADVISORY GROUP

1. The Executive Advisory Group (EAG) was established on 22 June 1976. The Management Committee was abolished the same date. Membership of the EAG is as follows:

Chairman : Deputy Director of Central Intelligence
Vice Chairman/
Secretary : Comptroller
Members : Deputy Director for Administration
Deputy Director for Intelligence
Deputy Director for Operations
Deputy Director for Science and Technology
General Counsel

2. The Executive Advisory Group will function under the personal direction of the DDCI. The EAG is advisory to the DDCI. The purposes of the Group are to:

Help the DDCI and others identify important Agencywide issues.

Help create a shared understanding of basic problems and encourage creative thinking about their solution.

Encourage cross-Agency planning in selected areas.

Support decision-making by the DDCI and others on fundamental policy and planning problems.

Under the personal direction of the DDCI, participate in the making of major decisions affecting the Agency and its relationship to the Intelligence Community.

In pursuing these purposes, the Group will consider topics that:

Affect the mission of CIA, or affect CIA's ability to meet its responsibilities.

Are cross-directorate in nature, or otherwise affect CIA as a whole.

Have long-term implications.

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ORGANIZATION

3. The Comptroller will serve as Secretary to the EAG and will chair the Group in the absence of the DDCI. The Secretary is responsible for preparing the agenda and minutes and for developing and circulating appropriate preparatory material to members.

4. The EAG will assign responsibility for a specific topic to an individual member of the Group. That member is then responsible for establishing and guiding any mechanism required to pursue the topic, informing the EAG of progress, and developing specific proposals for EAG action.

5. Topics already considered by the EAG include the organization of the Agency's Exploratory Research program in ORD; a review of the short-term plans of the Inspector General; CIA Goals; the Agency's overall R&D Program; DDO Plans; DDI Plans; and reports from the Chairman, SIGINT Task Force, and the Special Assistant to the Comptroller for Strategic Intelligence. Additional topics presently scheduled for review include Agency physical space problems, an examination of issues regarding the adequacy of guidance to employees on questions of legality and propriety, technical support for the Operations Directorate, and an examination of Agency personnel management arrangements.

6. Each Deputy Director, as a member of the Executive Advisory Group, will draw upon Agency components as appropriate for help in staffing assigned items in order to develop cross-Agency solutions. Employee suggestions on agenda items are welcome and may be brought to the attention of the members for possible EAG consideration.

[Redacted Signature]

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E. H. Knoche

Deputy Director of Central Intelligence

DISTRIBUTION: ALL EMPLOYEES (1-6)

76 - 3325

Deputy Director of
Central Intelligence

Hank:

Here is a draft proposed Headquarters
notice on the Executive Advisory Group.
After you review, suggest it be sent directly
to Blake for distribution.

/s/ James H. Taylor

James H. Taylor, Comptroller 30 AUG 1976

Distribution:

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- ① - ER
- 1 - Compt Subj
- 1 - JHTaylor Chrono

76 - 3325 E-20

30 AUG 1976

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- Are cross-Directorate in character, or otherwise affect CIA as a whole;
- Have longer term implications.

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E. H. Knoche
Deputy Director of Central Intelligence

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TO: ER		
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REMARKS: Copy given to DDCI 8/30/76. by Mr Taylor		
FROM: O/Compt		
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FORM NO. 241
1 FEB 55

REPLACES FORM 36-9
WHICH MAY BE USED.